CIVIC STATION UNIVERSAL CORE

Public Administration Core

Governance, management, performance, and continuity

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Civic Station Universal Core
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Table of Contents

1. Selected Source Materials
    1. Universal Information Governance Information Governance Service Continuity Framework
    2. Universal Information Governance Information Governance Service Management Framework
    3. Universal Information Governance Information Governance Performance Management Framework
    4. Universal Information Governance Information Governance Continuity Management Framework
    5. Operational Enterprise Continuity Of Governance Systems Handbook
    6. Operational National Civic Performance Management Systems Handbook
    7. Operational Enterprise Performance Management Systems Handbook
    8. Judicial Administration Pathway
    9. Operational Resource Management Systems Handbook
    10. Water And Resource Management Pathway
    11. Public Service Agency Pathway

Main Content

Selected Source Materials

> This section presents selected source materials related to the purpose of this volume.

Universal Information Governance Information Governance Service Continuity Framework

CSA-189 — Universal Information Governance Information Governance Service Continuity Framework Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes a standardized approach for maintaining continuity of Information Governance services throughout the Civic Station ecosystem. Information Governance Service Continuity ensures that governance services, service delivery capabilities, and supporting functions remain available during disruptions, transitions, and changing operational conditions.

2. OBJECTIVES

- Establish consistent service continuity practices.
- Protect critical governance service delivery.
- Reduce service interruption impacts.
- Support resilient service operations.
- Maintain stakeholder access to governance capabilities.
- Align service continuity practices with the Universal Core architecture.

3. INFORMATION GOVERNANCE SERVICE CONTINUITY PRINCIPLES

Service continuity shall be:

- Resilient
- Prepared
- Reliable
- Recovery-oriented
- Service-focused
- Governed

4. SERVICE CONTINUITY MODEL

Each service continuity program should define:

- Critical governance services
- Service dependencies
- Continuity requirements
- Recovery priorities
- Alternative delivery methods
- Service ownership
- Communication requirements
- Testing procedures
- Review schedule
- Governance status

5. SERVICE CONTINUITY LIFECYCLE

Service continuity activities include:

- Service analysis
- Continuity planning
- Preparation
- Testing
- Activation
- Service restoration
- Validation
- Review
- Improvement

6. SERVICE CONTINUITY CONTROLS

Organizations may implement:

- Service continuity plans
- Dependency assessments
- Alternate service procedures
- Continuity testing
- Recovery coordination
- Service restoration reviews

7. PERFORMANCE INDICATORS

Organizations should monitor:

- Service continuity readiness
- Service recovery time

- Availability during disruption
- Stakeholder access success
- Continuity test results
- Governance maturity

8. GOVERNANCE

Leadership shall establish service continuity standards, identify critical governance services, define continuity responsibilities, oversee testing, allocate resources, and ensure consistent Information Governance Service Continuity throughout the enterprise.

9. CONTINUAL IMPROVEMENT

Service continuity practices should evolve through testing, incidents, performance reviews, audits, technology changes, stakeholder feedback, governance assessments, and lessons learned.

10. SUCCESS CRITERION

Every Civic Station deployment should maintain a governed Information Governance Service Continuity framework that ensures essential governance services remain available and recoverable while strengthening resilience, reliability, trust, and accountability throughout the Universal Core architecture.

Universal Information Governance Information Governance Service Management Framework

CSA-186 — Universal Information Governance Information Governance Service Management Framework Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes a standardized approach for managing Information Governance services throughout the Civic Station ecosystem. Information Governance Service Management ensures that governance capabilities are delivered as reliable, measurable, and continuously improving services that support organizational objectives.

2. OBJECTIVES

- Establish consistent governance service management practices.
- Define governance services and ownership.
- Improve service reliability and quality.
- Support stakeholder needs.
- Enable measurable service performance.
- Align service management practices with the Universal Core architecture.

3. INFORMATION GOVERNANCE SERVICE MANAGEMENT PRINCIPLES

Service management shall be:

- Service-oriented
- Reliable
- Responsive
- Measurable
- User-focused
- Governed

4. SERVICE MANAGEMENT MODEL

Each governance service should define:

- Service purpose
- Service owner
- Service users
- Service requirements
- Service delivery methods
- Performance expectations
- Support procedures
- Escalation processes
- Review schedule
- Governance status

5. SERVICE MANAGEMENT LIFECYCLE

Service activities include:

- Service identification
- Service design
- Service implementation
- Service delivery
- Service monitoring
- Service review
- Service improvement

6. SERVICE MANAGEMENT CONTROLS

Organizations may implement:

- Service catalogs
- Service level agreements
- Service performance reviews
- Support workflows
- Service monitoring systems
- Service improvement plans

7. PERFORMANCE INDICATORS

Organizations should monitor:

- Service availability
- Service response times
- User satisfaction
- Service quality

- Issue resolution
- Governance maturity

8. GOVERNANCE

Leadership shall establish service management standards, define service ownership, oversee service delivery, approve service requirements, allocate resources, and ensure consistent Information Governance Service Management throughout the enterprise.

9. CONTINUAL IMPROVEMENT

Service management practices should evolve through performance reviews, stakeholder feedback, audits, assessments, technology improvements, governance reviews, and lessons learned.

10. SUCCESS CRITERION

Every Civic Station deployment should maintain a governed Information Governance Service Management framework that delivers reliable governance services, supports stakeholder needs, and strengthens operational effectiveness, accountability, and trust throughout the Universal Core architecture.

Universal Information Governance Information Governance Performance Management Framework

CSA-232 — Universal Information Governance Information Governance Performance Management Framework Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes a standardized approach for managing Information Governance performance throughout the Civic Station ecosystem. Information Governance Performance Management ensures that governance activities, capabilities, services, and outcomes are measured, evaluated, and improved through consistent performance practices.

2. OBJECTIVES

- Establish consistent governance performance management practices.
- Measure governance effectiveness.
- Improve operational visibility.
- Support evidence-based decision-making.
- Identify improvement opportunities.
- Align performance management practices with the Universal Core architecture.

3. INFORMATION GOVERNANCE PERFORMANCE MANAGEMENT PRINCIPLES

Performance management shall be:

- Measurable
- Objective
- Transparent
- Continuous
- Improvement-focused
- Governed

4. PERFORMANCE MANAGEMENT MODEL

Each performance management program should define:

- Performance objectives
- Success criteria
- Key measurements
- Data sources
- Reporting methods
- Evaluation processes
- Improvement actions
- Accountability responsibilities
- Review schedules
- Governance status

5. PERFORMANCE MANAGEMENT LIFECYCLE

Performance activities include:

- Objective definition
- Measurement planning
- Data collection
- Performance analysis
- Reporting
- Improvement planning
- Action implementation
- Performance reassessment

6. PERFORMANCE MANAGEMENT CONTROLS

Organizations may implement:

- Performance dashboards
- Governance metrics
- Service evaluations
- Performance reports
- Benchmarking methods
- Improvement tracking systems

7. PERFORMANCE INDICATORS

Organizations should monitor:

- Governance effectiveness
- Process performance
- Service quality

- Improvement progress
- Resource efficiency
- Governance maturity

8. GOVERNANCE

Leadership shall establish performance standards, define measurement responsibilities, oversee evaluations, review outcomes, allocate resources, and ensure consistent Information Governance Performance Management throughout the enterprise.

9. CONTINUAL IMPROVEMENT

Performance practices should evolve through measurement reviews, stakeholder feedback, operational analysis, technology improvements, governance assessments, and lessons learned.

10. SUCCESS CRITERION

Every Civic Station deployment should maintain a governed Information Governance Performance Management framework that provides measurable insight into governance effectiveness while strengthening accountability, transparency, trust, and long-term effectiveness throughout the Universal Core architecture.

Universal Information Governance Information Governance Continuity Management Framework

CSA-267 — Universal Information Governance Information Governance Continuity Management Framework Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes a standardized approach for managing Information Governance continuity throughout the Civic Station ecosystem. Information Governance Continuity Management ensures that governance processes, responsibilities, information resources, and operational capabilities remain available and effective during interruptions, transitions, and changing conditions.

2. OBJECTIVES

- Establish consistent governance continuity management practices.
- Maintain availability of critical governance capabilities.
- Support uninterrupted governance operations.
- Improve preparedness for operational interruptions.
- Preserve governance knowledge and responsibilities.
- Align continuity management practices with the Universal Core architecture.

3. INFORMATION GOVERNANCE CONTINUITY MANAGEMENT PRINCIPLES

Continuity management shall be:

- Prepared
- Reliable
- Sustainable
- Coordinated
- Recoverable
- Governed

4. CONTINUITY MANAGEMENT MODEL

Each continuity management program should define:

- Continuity objectives
- Critical governance functions
- Dependency requirements
- Continuity strategies
- Operational recovery methods
- Communication procedures
- Responsibility assignments
- Testing requirements
- Review processes
- Governance status

5. CONTINUITY MANAGEMENT LIFECYCLE

Continuity activities include:

- Continuity planning
- Critical capability identification
- Dependency assessment
- Continuity strategy development
- Plan implementation
- Continuity testing
- Operational response
- Plan review
- Continuous improvement

6. CONTINUITY MANAGEMENT CONTROLS

Organizations may implement:

- Continuity plans
- Operational recovery procedures
- Communication plans
- Dependency mapping
- Continuity exercises
- Recovery validation

7. PERFORMANCE INDICATORS

Organizations should monitor:

- Continuity readiness
- Recovery capability

- Plan effectiveness
- Response coordination
- Operational stability
- Governance maturity

8. GOVERNANCE

Leadership shall establish continuity standards, define continuity authorities, oversee continuity planning, review continuity effectiveness, allocate resources, and ensure consistent Information Governance Continuity Management throughout the enterprise.

9. CONTINUAL IMPROVEMENT

Continuity practices should evolve through testing outcomes, operational reviews, stakeholder feedback, technology improvements, governance evaluations, and lessons learned.

10. SUCCESS CRITERION

Every Civic Station deployment should maintain a governed Information Governance Continuity Management framework that ensures governance capabilities, responsibilities, and information resources remain available and effective during disruptions while strengthening accountability, transparency, trust, and continuous improvement throughout the Universal Core architecture.

Operational Enterprise Continuity Of Governance Systems Handbook

OM-1395 Operational Enterprise Continuity of Governance Systems Handbook

Purpose

The Operational Enterprise Continuity of Governance Systems Handbook establishes a framework for ensuring that governance, leadership, oversight, and decision-making remain effective during emergencies, disruptions, or periods of significant organizational stress. Continuity of governance preserves lawful authority, organizational accountability, strategic direction, and public confidence while enabling Civic Stations, partner organizations, and supporting institutions to continue fulfilling their mission.

Objectives

- Preserve governance during disruptive events. • Ensure continuity of

leadership and decision authority. • Maintain accountability and organizational oversight. • Protect essential governance records and processes. • Strengthen confidence in institutional continuity.

Continuity of Governance Principles

1. Governance responsibilities should remain clearly defined.

2. Succession planning should be established before disruptions occur.

3. Decision authority should remain lawful and documented.

4. Governance communications should remain reliable.

5. Oversight should continue throughout emergencies.

6. Lessons learned should improve future governance continuity.

Continuity of Governance Lifecycle

1. Identify essential governance functions.

2. Assess governance risks and dependencies.

3. Develop continuity and succession plans.

4. Train leadership and conduct governance exercises.

5. Activate continuity measures during disruption.

6. Maintain governance oversight throughout the event.

7. Restore normal governance operations and document lessons learned.

8. Repeat the continuity of governance cycle.

Continuity of Governance Focus Areas

Examples include: • Leadership succession • Delegation of authority • Governance continuity planning • Board and executive operations • Critical governance records • Emergency governance communications • Legal and policy continuity • Executive coordination

Management Practices

Organizations should: • Maintain documented continuity of governance plans. • Review succession authorities on a recurring basis. • Conduct governance continuity exercises. •

Preserve governance documentation and records. • Measure governance readiness using objective indicators. • Align governance continuity with enterprise strategy.

Measures of Success

Effective continuity of governance systems may be reflected by: • Uninterrupted executive oversight • Effective leadership succession • Reliable governance communications • Continued policy and strategic direction • Strong institutional confidence • Sustained mission fulfillment

Relationship to Other Manuals

OM-1395 builds upon OM-1394 Operational Enterprise Mission Continuity Systems by ensuring that leadership, oversight, and decision-making remain effective while mission-essential functions continue during disruptive events. It establishes the foundation for future manuals covering Enterprise Essential Services Systems, Enterprise Crisis Governance Systems, and the continued evolution of Civic Stations.

End of OM-1395

Operational National Civic Performance Management Systems Handbook

OM-1228 Operational National Civic Performance Management Systems Handbook

Purpose

The Operational National Civic Performance Management Systems Handbook establishes a framework for measuring, evaluating, and improving the performance of Civic Stations across a nationwide civic network. Performance management provides leaders with objective information that supports better decisions, continuous improvement, responsible stewardship, and consistent mission execution while respecting local autonomy.

Objectives

- Measure organizational performance consistently. • Support

evidence-based leadership decisions. • Encourage continuous improvement.

- Strengthen accountability and transparency. • Improve nationwide

mission effectiveness.

Performance Management Principles

1. Performance should be measured using objective indicators.

2. Metrics should support improvement rather than punishment.

3. Local context should be considered when interpreting results.

4. Trends are more valuable than isolated measurements.

5. Transparency strengthens organizational trust.

6. Continuous review improves long-term capability.

Performance Management Lifecycle

1. Define mission-aligned performance objectives.

2. Select meaningful performance indicators.

3. Collect and validate operational data.

4. Analyze performance trends.

5. Identify strengths and improvement opportunities.

6. Implement corrective and enhancement initiatives.

7. Report results to appropriate leadership.

8. Repeat the performance management cycle.

Performance Focus Areas

Examples include: • Mission effectiveness • Volunteer engagement • Training completion • Community outreach • Operational quality • Knowledge management • Leadership development • Organizational resilience

Management Practices

Organizations should: • Maintain documented performance indicators. • Review performance on a scheduled basis. • Preserve historical performance records. • Share successful improvement practices. • Encourage evidence-based planning. • Align all measurements with mission objectives.

Measures of Success

National civic performance management may be reflected by: • Reliable organizational metrics • Better strategic decisions • Increased operational effectiveness • Stronger accountability • Improved public confidence • Sustained mission fulfillment

Relationship to Other Manuals

OM-1228 builds upon OM-1227 Operational Enterprise Readiness Systems by providing a structured framework for measuring readiness, effectiveness, and continuous improvement across the nationwide Civic Station network. It establishes the foundation for future manuals covering enterprise capability optimization, strategic civic analytics, and the continued evolution of Civic Stations.

End of OM-1228

Operational Enterprise Performance Management Systems Handbook

OM-1432 Operational Enterprise Performance Management Systems Handbook

Purpose

The Operational Enterprise Performance Management Systems Handbook establishes a framework for measuring, evaluating, and improving organizational performance across Civic Stations, partner organizations, and supporting institutions. Performance management connects strategic objectives, operational activities, measurement systems, and improvement efforts to ensure that organizations achieve meaningful and sustainable results.

Objectives

- Improve visibility into organizational performance. • Connect

measurements with strategic objectives. • Support continuous improvement through evaluation. • Strengthen accountability for organizational outcomes. • Improve mission effectiveness through performance awareness.

Performance Management Principles

1. Performance should be measured against meaningful objectives.

2. Metrics should support understanding rather than create unnecessary

burden.

3. Performance information should guide improvement.

4. Accountability should be connected to responsibilities.

5. Organizations should learn from performance results.

6. Continuous evaluation strengthens effectiveness.

Performance Management Lifecycle

1. Define performance objectives and desired outcomes.

2. Identify appropriate measures and indicators.

3. Collect performance information.

4. Analyze results and identify improvement opportunities.

5. Implement corrective and enhancement actions.

6. Monitor progress over time.

7. Evaluate effectiveness of improvements.

8. Repeat the performance management cycle.

Performance Management Focus Areas

Examples include: • Strategic performance • Operational effectiveness • Resource utilization • Service quality • Process improvement • Organizational outcomes • Performance reporting • Continuous improvement systems

Management Practices

Organizations should: • Maintain documented performance management frameworks. • Establish meaningful performance indicators. • Review performance information regularly. • Encourage improvement based on results. • Preserve performance records and lessons learned. • Align performance systems with enterprise strategy.

Measures of Success

Effective performance management systems may be reflected by: • Improved organizational outcomes • Better resource utilization • Increased accountability • Faster identification of improvement opportunities • Stronger strategic alignment • Sustained mission fulfillment

Relationship to Other Manuals

OM-1432 builds upon OM-1431 Operational Enterprise Governance Excellence Systems by providing the measurement and improvement framework required to evaluate governance effectiveness and organizational performance. It establishes the foundation for future manuals covering Enterprise Organizational Excellence Systems, Enterprise Capability Optimization Systems, and the continued evolution of Civic Stations.

End of OM-1432

Judicial Administration Pathway

Title: Judicial Administration Pathway

Purpose: Help administrative court personnel locate governance, planning, operations, compliance, performance, records, and service frameworks.

Relationship to Universal Core: This pathway concerns administrative systems only and makes no claim over judicial decision-making, court rules, or legal interpretation.

Intended audience: Court executives, clerks, administrative offices, records managers, facilities teams, technology staff, and service-improvement personnel.

WHY THIS PATHWAY MAY BE RELEVANT

Judicial administration must support reliable case-related operations, records, facilities, technology, public access, workforce, and continuity under formal authority.

Starting documents:

- CSA-3721 — Civic Justice and Public Safety Governance Framework
- CSA-3722 — Civic Justice and Public Safety Planning Framework
- CSA-3723 — Civic Justice and Public Safety Operations Framework
- CSA-3724 — Civic Justice and Public Safety Compliance Framework

- CSA-2300 — Records Management Architecture Framework
- CSA-2440 — Service Management Architecture Framework

Recommended next areas:

- Court records and information governance
- Facilities and technology operations
- Service accessibility and public information
- Performance and improvement
- Continuity, security, and succession

Related pathways:

- COURT_SYSTEM_PATHWAY.txt
- PUBLIC_SERVICE_AGENCY_PATHWAY.txt
- EMERGENCY_MANAGEMENT_PATHWAY.txt
- LIBRARY_SYSTEM_PATHWAY.txt

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Operational Resource Management Systems Handbook

OM-1105 Operational Resource Management Systems Handbook

Purpose

The Operational Resource Management Systems Handbook establishes methods for planning, acquiring, organizing, using, maintaining, and evaluating the resources needed to support Civic Station operations. Effective resource management enables volunteers to accomplish more while minimizing waste and ensuring responsible stewardship.

Objectives

- Maximize the value of available resources. • Support successful

project execution. • Improve accountability for shared assets. • Reduce unnecessary duplication. • Plan for future operational needs.

Resource Management Principles

1. Use resources responsibly.

2. Match resources to mission priorities.

3. Maintain accurate inventories.

4. Share resources when practical.

5. Protect community assets.

6. Review resource utilization regularly.

Resource Categories

Typical Civic Station resources include: • Volunteers • Facilities • Equipment • Educational materials • Financial resources • Technology • Community partnerships • Time

Resource Management Process

1. Identify resource requirements.

2. Assess available resources.

3. Acquire additional resources if needed.

4. Assign resources to projects.

5. Track resource utilization.

6. Maintain and protect assets.

7. Evaluate effectiveness.

8. Update inventories and plans.

Inventory Guidelines

Maintain records that include: • Resource description • Quantity • Location • Responsible individual or team • Condition • Maintenance history • Availability status

Performance Indicators

Resource management effectiveness may be measured through: • Resource availability • Utilization rates • Maintenance completion • Cost efficiency • Volunteer satisfaction • Project support effectiveness

Relationship to Other Manuals

OM-1105 builds upon the Operational Scheduling Systems in OM-1104 by ensuring that people, equipment, facilities, and other resources are available to support planned activities.

Future manuals will continue expanding operational monitoring, performance management, and organizational effectiveness.

End of OM-1105

Water And Resource Management Pathway

Title: Water and Resource Management Pathway

Purpose: Offer a starting map for resource stewardship, environmental systems, infrastructure, planning, compliance, and community coordination.

Relationship to Universal Core: The pathway is a general civic-systems aid and does not replace environmental law, water rights, engineering standards, permits, scientific guidance, or designated authorities.

Intended audience: Water utilities, watershed and resource managers, environmental offices, planners, public works staff, researchers, and community partners.

WHY THIS PATHWAY MAY BE RELEVANT

Water and resource systems cross natural boundaries and institutional jurisdictions, linking infrastructure, ecosystems, public health, finance, risk, and long-term stewardship.

Starting documents:

- CSA-045 — Universal Resource Management Framework
- CSA-2520 — Resource Management Architecture Framework
- CSA-3670 — Environmental and Natural Resource Management Architecture Framework
- CSA-3671 — Governance Framework
- CSA-3672 — Planning Framework

- CSA-3700 — Civic Infrastructure and Public Works Architecture Framework

Recommended next areas:

- Watershed and regional coordination
- Infrastructure lifecycle and service continuity
- Environmental compliance and monitoring
- Risk, drought, emergency, and resilience planning
- Public communication and stakeholder participation

Related pathways:

- PUBLIC_WORKS_PATHWAY.txt
- PLANNING_AND_DEVELOPMENT_PATHWAY.txt
- STATE_GOVERNMENT_PATHWAY.txt
- COMMUNITY_ORGANIZATION_PATHWAY.txt

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Public Service Agency Pathway

Title: Public Service Agency Pathway

Purpose: Provide a practical entrance for agencies delivering services to residents, institutions, or communities.

Relationship to Universal Core: The pathway organizes Universal Core references around service systems and operations without directing agency mandates, eligibility rules, or professional practice.

Intended audience: Agency executives, program managers, frontline service staff, quality teams, records personnel, technology staff, and partner organizations.

WHY THIS PATHWAY MAY BE RELEVANT

Public service agencies connect mission, governance, workforce, processes, information, access, service quality, accountability, and community outcomes.

Starting documents:

- CSF-0005 — Understanding Civic Systems
- CSA-3210 — Civic Services Architecture Framework
- CSA-3211 — Governance Framework
- CSA-3212 — Planning Framework
- CSA-3213 — Operations Framework
- CSA-2440 — Service Management Architecture Framework
- OM-002 — Civic Station Operations Handbook

Recommended next areas:

- Service design and accessibility
- Workforce, workflow, and case-related operations
- Records, privacy, and information stewardship
- Performance, quality, and improvement
- Partnerships and referral networks

Related pathways:

- STATE_GOVERNMENT_PATHWAY.txt
- COUNTY_GOVERNMENT_PATHWAY.txt
- JUDICIAL_ADMINISTRATION_PATHWAY.txt
- NONPROFIT_PATHWAY.txt

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Reference and Library Connections

Topic and Source Finder

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- Universal Information Governance Information Governance Continuity Management Framework
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- Operational Enterprise Performance Management Systems Handbook
- Judicial Administration Pathway
- Operational Resource Management Systems Handbook
- Water And Resource Management Pathway
- Public Service Agency Pathway

Related Publications

- Program and Performance Management (CSUC-PSP-005)
- Public Workforce and Capability (CSUC-PSP-006)
- City Hall Core (CSUC-INS-001)
- Public Service Agency Starter (CSUC-PSP-001)
- Clerk and Public Records Practice (CSUC-PSP-003)
- Civic Station Foundations (CSUC-FND-001)
- Core Reference Edition (CSUC-REF-001)